

"Lago - 60 years in Aruba"

1924 - 1984



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Editor: Mrs. Myrna Jansen-Feliciano
Translation into Papiamento by: Mr. G. W. Bosse
Photographs by: Joe's Photographic Service
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President Cavallaro: excellent work performed through these years . . .

Sixty years ago, when Aruba was still an island of few resources and employment, our Company began to operate as a transshipping terminal, first in the Oranjestad harbour and later in the San Nicolas port. Soon after that, the Lago Oil & Transport Company -- officially established as a Corporation in Ottawa, Canada on August 12, 1924 -- started its journey into the world of oil business by refining its first few barrels of Venezuelan crude in 1929. That marked the beginning of a period of growth, a history of achievement, a lifetime of development for Lago and Aruba. We are all familiar with the development of Lago over the last 60 years. Lago became one of the largest, safest, and most modern refineries in the world. Several million dollars were spent expanding the refinery, modernizing its facilities and training its personnel. Our Company has played a key role in the development of the island and its community and has become one of the major pillars of the Aruban economy.

In the last few years, Lago has continued to invest large sums of money to modernize its facilities and maintain its competitive position. Since 1979, over 125 million dollars capital investment have been made to improve product yields, reduce fuel consumption, improve safety and reliability. The Refinery spent 30 million dollars alone to install two new computer-controlled high efficiency boilers that replace six old units. A 15 million dollar project has recently been completed to recover butane from the refinery gas system and upgrade this to LPG for export. In addition, expenditures of 270 million dollars have been incurred in the last few years to upgrade maintenance standards, equipment reliability, and housekeeping.

Lago has always responded very rapidly to the changing business environment, relying on competent, skillful and loyal employees - 95% of whom are Antilleans. This ability to handle changes has recently been put to the test, prompted by the cutback in crude supplies from 300 to 180 KBD and the increase in crude pricing which occurred last December.

Lago has reacted very effectively to this new difficult situation, by streamlining its operations and adjusting its organization accordingly. The workforce has been reduced by 30% in an orderly manner. With the cooperation from all our employees and Union representatives, we have been able to implement significant changes in a very short period of time without impairing safety and reliability. We now have a leaner, more efficient organization. By minimizing our costs and improving our competitiveness, we are in a better position to face the challenges ahead.

Regarding our future, I can reassure you that we are sparing no efforts to seek a satisfactory



President Antonio Cavallaro

long term supply arrangement with our crude suppliers to ensure the viability of our operation and to continue to contribute to the prosperity of our employees and the Aruban community. I would like to take the opportunity of Lago's 60th anniversary celebration to extend to all its present and past employees, our most sincere gratitude for the excellent work performed through these years and a most cordial wish for many more years of mutual commitment

Presidente Cavallaro: excelente trabao haci durante añanan . . .

Sesenta año pasa, tempo cu Aruba tabata ainda un isla cu poco recurso y empleo, nos Compania a cuminzá operá como un terminal di transbordacion, promé den haf di Oranjestad y despues den e haf di San Nicolas. Poco tempo despues di esey, Lago Oil & Transport Company -- oficialmente estableci como un corporacion na Ottawa, Canada, dia 12 di Augustus 1924 -- a cuminzá su viahe den e mundo di

negoshi di azeta door di refiná su prome poco barilnan di crudo Venezolano na 1929. Esey a marca e comienzo di un periodo di crecimiento, un historia di logro, un curso di bida di desaroyo pa Lago y Aruba. Nos tur ta na haltura di e desaroyo di Lago durante e ultimo 60 añanan. Lago a bira un di e refinerianan di mas grandi, mas sigur y mas moderno di mundo. Varios million dollar a wordo →

gastá na expandé e refineria, modernizá e facilidadnan, y entrená su personal. Compania a hunga un papel clave den e desaroyo di e isla y e comunidad y a bira un di e pilarnan principal di e economía Arubano. Den e ultimo añanan aki, Lago a sige invertí sumanan grandi di placa pa modernizá su facilidadnan y mantené su posicion competitidor. Desde 1979, mas cu 125 million dollar na capital a wordo invertí pa mehorá e rendimiento di producto, reducí consumo di combustible, mehora seguridad y confiabilidad. E refineria a gasta 30 million dollar só pa instalá dos boiler nobo di rendimiento halto y controlá pa computador, pa reemplazá e seis unidadnan bieuw. Un projecto di 15 million dollar a bini cla recientemente pa recobrá butano for di e sistema di gas di refineria, pa e wordo mehorá y convertí den LPG pa exportacion. Fuera di esey, gastonan montando na 270 million dollar a wordo hací den e ultimo añanan aki pa mehorá normanan di mantenimiento,

confiabilidad di equipo, y maneho doméstico.

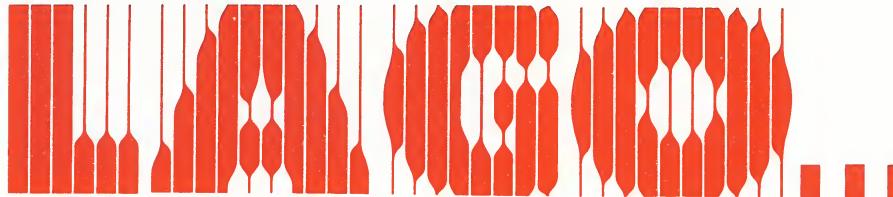
Lago semper a respondé hopi liher na e cambionan den e ambiente comercial, dependiendo ariba un forza obreril competitente, habil y leal, di cual 95% ta Antilliano. Recientemente abilidad di trata cu cambionan, a wordo sometí na un prueba, causá door di e reduccion den e suministracion di crudo di 300 pa 180 mil baril pa dia y e aumento den e preis di crudo na December ultimo. Lago a reaccioná hopi efectivo ariba e situacion nobo y dificil aki, haciendo su operacionnan facil y suave, y ahustando e organizacion conforme e situacion. Nos forza obreril a wordo reducí cu 30% na un manera ordená. Cu e cooperacion di tur nos empleado y representantenan di sindicato, gerencia por a implementá cambionan hopi significativo den un periodo hopi cortico sin perhudica seguridad y confiabilidad. Nos tin awor un structura di organizacion cu ta menos denso y mas eficiente. Reduciendo nos gastonan y

mehorando nos base pa competencia, nos ta den un mihor posicion pa enfrentá e retoran actual.

Tocante nos futuro, mi kier reasegurá boso tur cu nos no ta vasila pa haci tur esfuerzo pa trata na logra un areglo satisfactorio pa un suministracion ariba un termino largo cu e suministradornan di crudo pa sigurá e viabilidad di nos operacion y continua cu nos contribucion na e prosperidad di nos empleadonan y e comunidad Arubano.

Mi kier tume a oportunidad di Lago su celebracion di 60 año pa extende na tur e empleadonan actual y di pasado, nos mas sincero gratitud pa e trabao excelente cu a ser haci durante e añanan aki y un deseo masha cordial pa hopi mas aña di compromiso mutuo

Esso News cover drawn by Giolina Henriquez, a local professional artist.



Sixty years a lifetime Those sixty years were not always prosperous years. Just as in any person's life the Company had its ups and downs, its moments of glory and times of uncertainty. But sixty years by itself is an accomplishment. For any company to have existed for 60 years, many things must have been functioning right

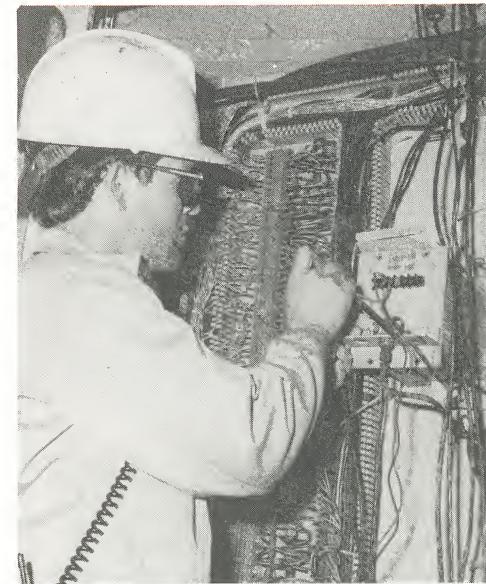
One of those factors, and also the greatest asset a company can have, is its work force. Lago employees were always known to be hardworking, dedicated and loyal, able to meet challenges as they came along. And that is part, aside from sound management, of what contributed to Lago's 60-year history achievements. Besides a steady take-home pay, what untangible values do employees attribute to their employer? For some employees, Lago may be just a place to work to earn a living. For many others, however, Lago means a little more than that: a place to grow professionally, an opportunity to

meet challenges, a chance to prove one's capabilities

Some employees, with different backgrounds, education, and years of service, were asked to give their personal views on what they value most in their jobs. Here are the answers:

- **On August 12, 1984**, the same date that Lago completed its 60th anniversary, Hubert Dirks, better known as "Moffi", commemorated his 10th year of service. Moffi is at present an Advance I Instrumentman in the Instruments/Electrical Section of the Operations Department. An avid sports player, he organizes many sports activities for his section. "You need recreation," he says, "especially if you work hard. The tournaments we organize for Lago employees creates a good atmosphere between the employees." How about work? "Lago is a competitive company, so you have to demonstrate that you can do the job. In our section there is a lot of competition; everybody has to keep up to date

A PLACE TO GROW



Any ambitions? "To reach as far as I can ...," said Moffi, an Advance I Instrumentman in the Instruments/Electrical Section of the Operations Department.

with the new technology and that is very demanding. I think my job is challenging, because often I have to repair new equipment without getting specific training for it; and, when problems arise, I have to troubleshoot until I can solve the problems" Any ambitions? "To reach as far as I can," said Moffi, "although, a lot depends on the opportunities that will come my way"

• A graduated marine

engineer, Randolph Peterson, had worked as such for 7-1/2 years for Shell, ashore and on board of ships. For the last 6-1/2 years he held a job as Coordinator Ship Manager and Purchasing Manager for the Dok Maatschappij in Curaçao. With those 14 years of experience behind him, he was employed by Lago as Group Head of the Storehouse Materials Operation in October of '83. "I personally believe it was advantageous for me to have started my career at Lago in this section, and, at that time, because I was able to use my experience to introduce and implement many changes," commented Randolph. He explained: "Due to the 38% manpower reduction in our section, reorganization had to take place, things had to be changed, corrected, and employees had to be trained to take each other's job.

And all that had to be accomplished while we were working towards a more acceptable level of service." In the short time he has been with the Company, what are Randolph's experiences so far? "One of the things I appreciate is that I had the opportunity to attend good training programs here," he said, "such as the Compensation, Transition, and First Line Supervisory workshops. Another type of training that I consider to be very important, and wish to promote for our section, is on-the-job training. Teaching people why certain things should be done creates in them more interest for their work, which in turn encourages them to produce more in quality and quantity."

"Furthermore, from my own experience, I can say that those in a higher position than you value your input. I have personally not yet experienced that my boss asks me a question and then just files the answer. I feel that my opinion is valued and to me that is how your superior expresses that he

values your expertise, because that is how I deal with my subordinates also."

Having worked at two other large companies prior to joining Lago, in what aspect does Lago stand out the most to Randolph? "The fact that Lago is a production oriented organization," he said. "In many other organizations" he explained, "two persons employed in the same position on the same date have to start with and continue with the same salary for as long as they perform the same work. I don't believe in that system. Here, at Lago, your opportunities for advancement and your growth in income are determined by your performance. And I think that is the best system. Some people say that money is a demotivator, but I don't believe it is"

• In 1947, Anselmo Semeleer

enrolled in the Lago Vocational School as an apprentice. As he was reminiscing about those days, he indicated that attending that school was one of the most significant events in all his years of employment with Lago. "It is through the Lago Vocational School that I became a first class carpenter," he said.

One of the pleasant experiences that stands out the most in his 37 years with Lago were his 16 years as master of "driving piles." "I am the only person still at Lago who has witnessed how piles were driven into the sea bottom when Reefberth 1 was built," commented Anselmo. "In that job, I have worked together with geologists, performing dredging work, checking sea movements, and pile driving. It was hard work."

In the 1970's, however, Lago sold the pile driver, and Anselmo then moved to the Process - Fuels Division. On January 1st of this year, he became a permanent operator.

Anselmo is an active member of the Independent Oil Workers Union of Aruba having served as board member, shop steward, and Union President from 1978 to 1982.

• I want to broaden my horizon, learn more, teach others what I've learned, and subsequently establish a more productive workplace," said Barbara Lee, a Systems Analyst in the Mathematics, Computers and Systems Division of the

Administrative Department. Barbara, who has had some prior experience in computer applications in the United States, joined Lago in October of 1982. At the start of her career here, she was assigned to maintain the personnel system. After a while, she became the main Systems Analyst of the Hewlett Packard 3000 computer system.

"The Hewlett Packard project was a big challenge for me," said Barbara, "because it meant learning a totally new computer system and application. In addition, the HP is a real-time on-line system. This means that any processed transaction will take



"... Lago has stimulated my professional growth," said Barbara Lee, Systems Analyst in the Administrative Department.

place immediately. Management is looking into more on-line systems for Lago. One of my future challenges is also to be involved with the implementation of those systems."

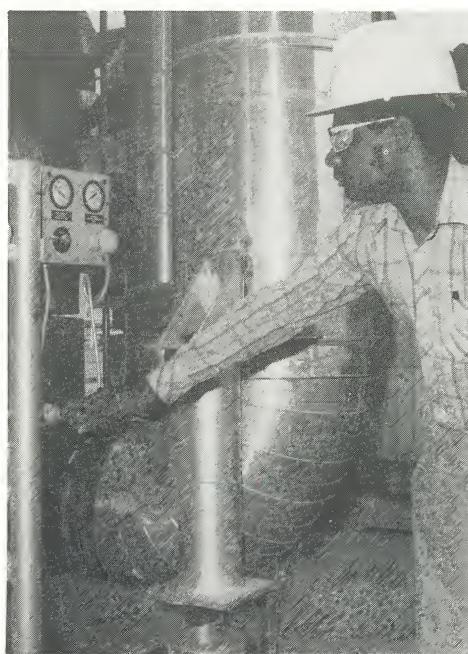
Another detail that Barbara values in her job at Lago is the fact that she has had the opportunity to attend many courses here and abroad. "This has enhanced the development of my career and has created efficiencies in my work," she commented. "I can certainly say that Lago has stimulated my professional growth."

• C. Victor Hunt, at present a Contact Engineer

in the Operations Support Division, has been at Lago for five years after graduating with a Masters degree in Chemical engineering from the University of Twente in Holland. At Lago he has also worked in Process Design and Business Planning & Coordination. Fresh

out of University, what were Vic's greatest challenges? "The biggest challenge I had when I started with Lago," he said, "was to develop my interpersonal communications skills, versus my technical/intellectual skills, because I have found that using these interpersonal/organizational skills are necessary in order to be able to function in any organization. As a matter of fact, I believe that getting things done in a big organization such as Lago, where you have different forces acting in different directions, is the most valuable skill a professional can have here."

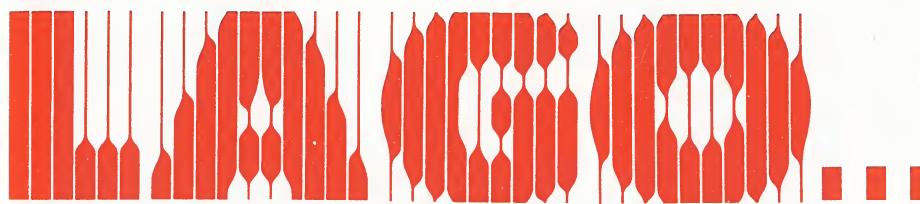
How about challenges in the technical field? Vic feels that the complexity of the refinery itself is a challenge. "When you work in a refinery where everything has to be done in harmony (because all the units are interconnected)," he said, "you have to gain knowledge



"The biggest challenge I had when I started with Lago ... was to develop my interpersonal communications skills, ..." said Vic Hunt, Contact Engineer in the Operations Support Division of the Technical Department.

about all the units, and that enriches your technical knowledge." The fact that Lago is a 60-year old refinery with some old equipment is not discouraging to Vic. "On the contrary," he said, "it is a challenge to do a good job so you can keep it going for another 60 years. And besides, because Lago is old, there are a lot of highly experienced people around. Working with them is valuable for the development of a new engineer."

In conclusion, Vic said that every day of work is a challenge for him. "You just have to keep on perfecting yourself," he said, "and if things aren't going too well, it's a big challenge to try to make'em better."



Sesenta aña henter un bida E sesenta añanan ey no tur ora tabata añanan próspero. Manera den bida di cualquier persona, e Compania tabata tin su témponan bon y malo, su temponan di gloria y di inseguridad. Pero sesenta aña riba su més ta un logro caba. Pa cualquier compania a existi 60 aña, hopi cos mester tabata funciona bon

Un di e factornan, y tambe e elemento di éxito di mas grandi cu un compania por tin, ta su forza obreril. Empleadonan di Lago semper tabata conocí pa ta traha duro, pa ta dedicá y leal, competente pa enfrentá retonan segun nan tabata presentá nan mes. Y esey ta parti, ademas di un maneho sano, di loke a contribuí na e lógronan di Lago den su historia di 60 aña.

Fuera di un salario fiho pa nan hiba cas, kiko ta e balornan intangible cu empleadonan ta atribuí na nan doño di trabao? Pa algun empleado e ta sólamente un lugar pa nan traha y gana nan pan. Pa hopi ótronan, sin-embargo Lago ta significá un poco mas cu esey: un lugar pa crece profesionalmente, un oportunidad pa enfrentá retonan, un chens pa

proba nan capaciadnan Algun empleado, cu antecedéntenan, educacion, y añanan di servicio distinto, a wordo puntrá pa duna nan opinionnan personal ariba loke nan ta valorá mas den nan trabao. Ata e contestanan aki:

- **Dia 12 di Augustus, 1984,** e mesun fecha cu Lago ta completá su di 60 aniversario, Hubert Dirks, mihiòr conocí como "Moffi", a conmemorá su di 10 aña di servicio. Actualmente Moffi ta un Advance I Instrumentman den e Instruments/Electrical Section di Operations Department. Un deportista ansioso, e ta organizá hopi actividadnan deportivo pa su sección. "Bo tin mester di recreacion," e ta bisa, "especialmente si bo ta traha duro. E torneonan cu nos ta organizá pa empleadonan di Lago ta crea un bon ambiente entre e empleádonan." Con bo ta haña e trabao? "Lago ta un compania competitidor, pesei bo mester demonstrá cu bo por haci e trabao. Den nos sección tin hopi competencia; tur hende mester keda "up-to-date" cu e tecnologia nobo y esey ta hopi exigente. Mi

UN LUGAR PA CRECE

ta haña cu mi trabao ta retador, pasobra hopi biaha mi mester drecha equipo nobo sin haña entrenamiento específico pe; y, ora cu surgi problema, mi mester "troubleshoot" te ora cu mi resolvé e problemanan" Bo tin ambicionnan? "Pa yega te unda mi pór," Moffi a bisa, "aunque, hopi ta dependé di e oportunidadnan cu lo bini mi caminda"

- **Un ingeniero naval graduá,** Randolph Peterson, a traha como tal pa 7-1/2 aña pa Shell, na tera y na bordo di barconan. Pa e ultimo 6-1/2 aña su trabao tabata Coordinator Ship Manager y Purchasing Manager na Dok Maatschappij na Curaçao. Cu 14 aña di experiencia su tras, ela wordo empleá pa Lago como Group Head di Storehouse Materials Operation na October di '83. "Ami personalmente ta kere cu tabata ventahoso pami pa a cuminzá mi carera na Lago den e sección aki, y, na e tempo ey, pasobra mi tabata por a uza mi

experiencia pa introducir y implementá hopi cambionan," Randolph a comenta. Ela splica: "Pa motibo cu e personal den nos seccion a wordo reducí cu 38%, reorganizacion mester a tuma lugar, cosnan mester a wordo cambiá, corehí, y empleadonan mester a wordo entrená pa tuma trabaonan di otro. Y tur esey a wordo lográ mientras cu nos tabata traha pa yega na un nivel di servicio mas acceptable." Den e corto tempo cu e tin cu e



"I feel that my opinion is valued ...," said Randolph Peterson, Group Head of the Storehouse Materials Operation, Administrative Department.

Compania, kiko Randolph su experiencianan ta te awor? "Un di e cosnan cu mi ta apreciá ta cu mi tabata tin e oportunidad pa asistí na bon programanan di entrenamiento akinán," ela bisa, "manera e "workshop" nan di Compensation, Transition y First Line Supervisor. Un otro tipo di entrenamiento cu ami ta considerá di ta hopi importante, y cu mi kier promove pa nos seccion, ta entrenamiento na trabao. Siñando hendenan pakiko cierto cosnan mester wordo hací, ta crea den nan mas interes pa nan trabao, loke na su turno ta encurashá nan pa producir mas den calidad y cantidad."

"Mas ainda, di propio experiencia, mi por bisa cu esnan den un posicion mas halto cubo ta apreciá bo punto di bista. Ami personalmente no a experienciá ainda cu mi hefe ta puntrami algo y simplemente no ta haci caso di mi contesta. Mi ta sinti cu mi opinion ta valioso y pa mi esey ta e manera cu bo hefe ta expresá cu e ta valora boabilidadnan,

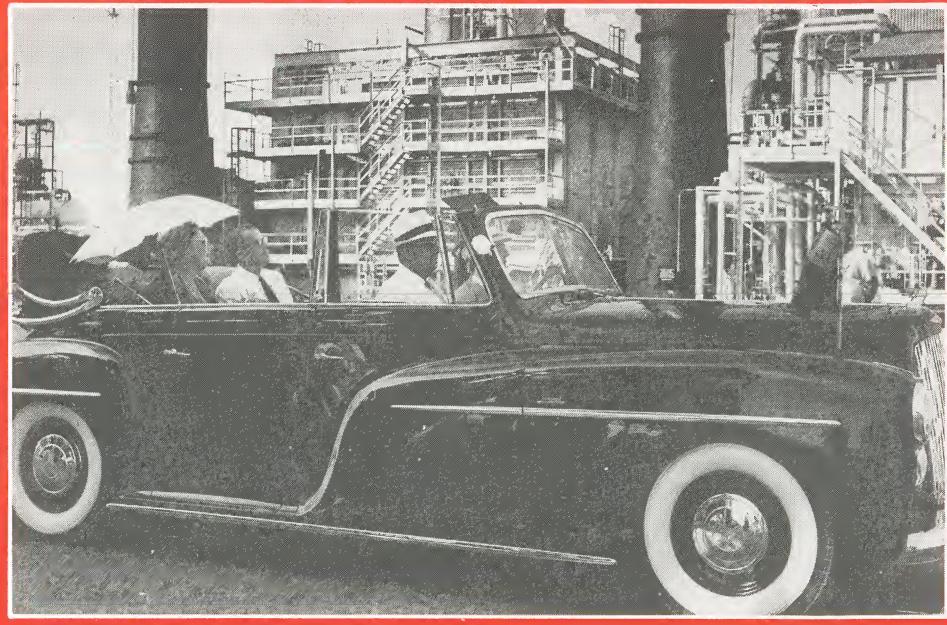
pasobra ta asina ami ta trata cu esnan cu ta traha bao di mi tambe."

Despues di a traha anteriormente pa dos otro companianan grandi, promé cu ela drenta servicio di Lago, den ki aspecto Lago ta resalta mas pa Randolph? "E hecho cu Lago ta un organizacion orientá ariba produccion," ela bisa. "Den hopi otro organizacion," ela splica, "dos hende cu wordo empleá den e mesun posicion ariba e mesun fecha mester cuminzá y sigi cu e mesun salario tanten cu nan haci e mesun trabao. Ami no ta kere den e sistema ey. Aki na Lago, bo oportunidadnan pa avanzá y e aumento den bo salario ta wordo determiná a base di e trabao cu bo ta ehectá. Y ami ta pensa cu esey ta e mihior sistema. Algun hende ta bisa cu placa ta un désmotivador, pero ami nó ta kere cu e ta"

• **Na 1947, Anselmo Semeleer** a inscribí na Lago Vocational School como un "apprentice". Recordando e dianan ey, ela indicá cu siguiendo cursonan na e skol ey tabata un di e evéntonan mas significativo den tur su añanan di empleo cu Lago. "Ta e Lago Vocational School a haci cu mi a bira un carpinté di primera clase," ela bisa. Un di e expericielan placentero cu ta resaltá mas den su 37 añanan cu Lago tabata su 16 añanan como "master of driving piles". "Ami ta e unico persona te ainda na Lago cu a presenciá con e stácanan tabata wordo clabá den e fondo di laman ora cu Reefberth 1 a wordo construí," Anselmo a comentá. "Den e trabao ey mi a traha huntu cu geólogonan, ehectando trabaonan di dragamento, averiguando movimiento di laman, y claba



On August 23, Mr. Pieter van Vollenhoven, the husband of Princess Margriet of Holland paid a visit to the Lago refinery accompanied by Commissioner Nel Oduber and his staff. Dave Fleming in presence of Lago President Antonio Cavallaro, gave an overall view of the Refinery Operations Control. Lago, in the past, received many royal visits. In 1955 and again in 1965, Her Majesty Queen Juliana accompanied by his Royal Highness Prince Bernhard, toured the refinery extensively when visiting Aruba.



staca. E tabata un trabao duro." Den e añanan 1970, sinembargo, Lago a bende e "pile driver", esta e machin pa claba staca, y Anselmo a transladá pa Process - Fuels Division. Dia promé di Januari di e año aki, ela bira un operador permanente.

Anselmo ta un miembro activo di e Independent Oil Workers Union di Aruba y a ocupá e puesto di miembro di directiva, shop steward, y presidente di 1978 pa 1982.

• "Mi kier amplia mi horizonte, siña más, instruí ótronan loke ami a siña, y subsequentemente crea un lugar di trabao mas productivo," Barbara Lee, un Systems Analyst den e Mathematics Computers and Systems Division di Administrative Department, a bisa. Barbara, kende tabata tin algun experiencia anterior den aplicacionnan di computador na Estados Unidos, a drenta den servicio di Lago na October di 1982. Na principio di su carera akinán, ela wordo encargá cu mantenimiento di e sistema di personal. Algun tempo despues, ela bira e Systems Analyst principal di e sistema di computador Hewlett Packard 3000.

"E projecto di Hewlett Packard tabata un reto grandi pami," Barbara a bisa, "pasobra e tabata enserá cu mi mester a siña un aplicacion y sistema di computador totalmente nobo. Además, e HP ta un "real-time on-line system". Esaki kiermen cu cualquier transaccion cu wordo procesá lo tuma lugar inmediatamente. Gerencia ta studiando e posibilidad pa Lago haña mas di e "on-line system" nan aki. Un di mi rétonan pa futuro ta pa ta envolví tambe cu e implementacion di e sistemanan ey."

Un otro detaye cu Barbara ta apreciá den su trabao na Lago ta e hecho cu e tabata tin e oportunidad pa asistí na hopi curso akinan y den exterior. "Esaki a yuda contribuí na e desaroyo di mi carera y a crea eficiéncianan den mi trabao," ela comentá. "Mi por bisa segúramente cu Lago a stimulá mi crecimiento profesional."

• C. Victor Hunt, actualmente un Contact Engineer den

Operations Support Division, tin 5 año ta traha na Lago despues di a graduá cu un grado di "Master"

den ingenieria química den e Universidad di Twente na Hulanda. Na Lago ela traha tambe den Process Design y Business Planning & Coordination. Como graduado recién, kiko tabata Vic su rétonan mas grandi? "E reto mas grandi pami ora mi a cuminzá na Lago," ela bisa, "tabata pa desaroyá miabilidad pa comunicacion interpersonal, contra miabilidad tecnico/intelectual, pasobra mi a descubrí cu e uzo di eabilidadnan interpersonal/organizacional ta necesario pa por funcioná den cualquier organizacion. En realidad, mi ta kere cu pa logra realizacion di e trabaonan den un organizacion grandi manera Lago, unda cu bo tin sórzan distinto actuando den diferente direccio, ta eabilidad di mas valioso cu un profesional por tin akinán." Kiko ta e rétonan ariba tereno

técnico? Vic ta sinti cu e complejidad di e refineria més ta un reto. "Ora cu bo traha den un refineria unda tur cos mester wordo haci den harmonia (pasobra tur e unidadnan ta interconecta)," ela bisa, "bo tin di haña mas conocimiento técnico." E hecho cu Lago ta un refineria di 60 año bieuw cu algun equipo bieuw, no ta descurashá Vic. "Al contrario," ela bisa, "ta un reto pa haci un bon trabao pa asina bo por tené den operacion pa un otro 60 año mas. Y ademas, pasobra cu Lago ta bieuw, tin un cantidad di hende sumamente experiencia akinan. Trahando cu nan ta valioso pa e desaroyo di un ingeniero nobo." Concluyendo, Vic a bisa cu cada dia di trabao ta un reto pe. Bo mester continuá cu perfeccioná bo mes," ela bisa, "y si cosnan no ta bayendo mucho bon, ta un reto grandi pa purba di mehorá nan."

6.5 Billion Barrels of Oil

Up to August 12, 1984, Lago Oil & Transport Company, Ltd. has processed:

6.5 BILLION BARRELS OF PETROLEUM.

How much, really, is 6.5 billion barrels of oil?

Here are different ways of looking at it:

- 6.5 BB of oil cover the entire island of Aruba, with stacks placed side by side 11 barrels high
- 6.5 BB of oil cover the island in its totality 1,800 times
- 6.5 BB of oil cover the complete surface of the island with an oil layer of 5-1/2 meters high
- 6.5 BB of oil would satisfy the energy demand of the entire population of the United States for one year (according to 1981 U.S. consumption statistics).

Impressive? You bet!

Congratulations for your contribution to these barrels.

"Credits to Paul Arends, Technical-OSD, for giving meaning to the 6.5 BB."

6.5 Billion Baril di Azeta

Te cu dia 12 di Augustus 1984, Lago Oil & Transport Company, Ltd. a procesá:

6.5 BILLION BARIL DI PETROLEO.

Cuanto 6.5 billion baril di azeta ta realmente?

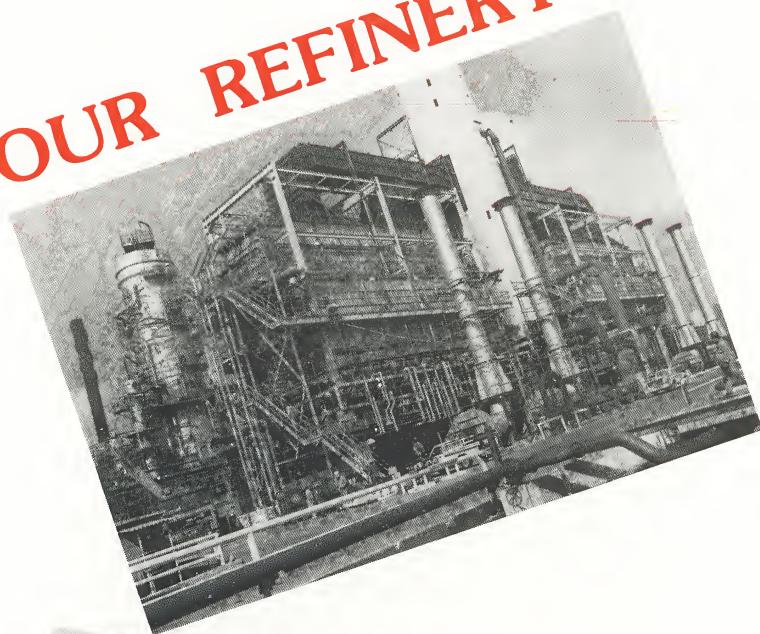
Aki tin diferente manera di miré:

- 6.5 billion baril di azeta ta cubri henter e isla di Aruba, cu barilnan poní den filanan banda di otro cu un haltura di 11 baril ariba otro
- 6.5 billion baril di azeta ta cubri e isla den su totalidad 1800 biahia
- 6.5 billion baril di azeta ta cubri henter e superficie di e isla cu un capa di azeta di 5-1/2 meter di haltura
- 6.5 billion baril di azeta lo satisfacé e demanda pa energía di henter e poblacion di Estados Unidos pa un año(según e consumo di E.U. na 1981).

Impresionante? Sigur cu si!

Pabien pa bo contribucion na e barilnan aki.

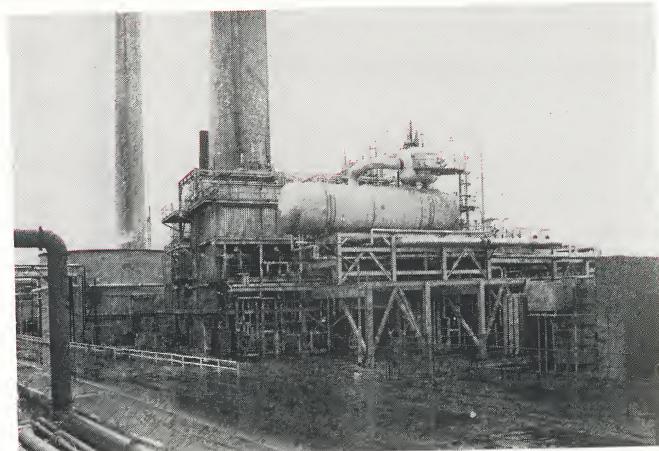
OUR REFINERY



AS IT IS NOW ...

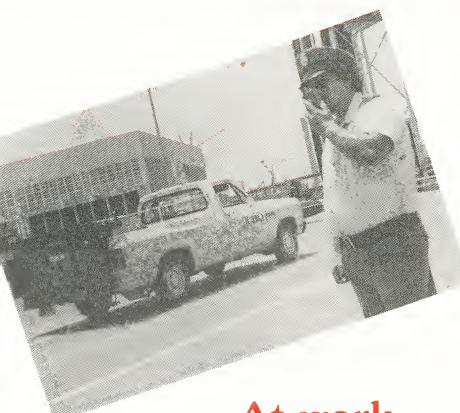
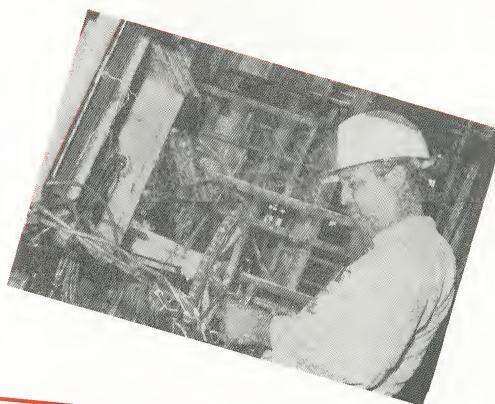


*modern and
efficient*

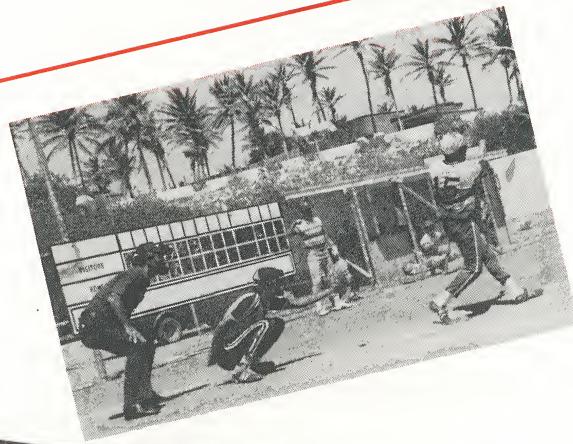


OUR EMPLOYEES
TODAY ...



**At work ...**

Following courses and giving instructions

**At play ...**

Lord Boxoe dedicates song to Lago

"GOD BLESS LAGO" is the title of the calypso that Lago Annuitant, Yrad Illidge, better known as Lord Boxoe, recorded on a 45 rpm record on the occasion of Lago's 60th anniversary.

"That calypso is based on my personal feelings toward Lago," said Lord Boxoe. "Lago meant everything to me. I started to work here as a kid, when I was only 14 years old, and I worked here practically all my life. Everything I know I got from Lago." That song was also written as a tribute to every Lago employee who has contributed to Lago's existence for sixty years.



Lord Boxoe presented his record "GOD BLESS LAGO" to Lago's President, Antonio Cavallaro, on the occasion of Lago's 60th anniversary.

Lord Boxoe, who went on pension on January 1 of this year after 38 years of service, last year became Road March King with the famous "GeGe." In the 20 years that he has participated in the carnival contests, he has won a total of 16 titles, either as Road March King or Calypso King. Some of his best carnival compositions such as "Ge-Ge" and "Meaty" were recorded on the other side of the record. Music accompaniment was provided by Triple "S" with three Lago employees as band members: Sonny Hoo, Manager and saxophone player; Casin Giel, pianist; and Larry Hoo, trombone player.

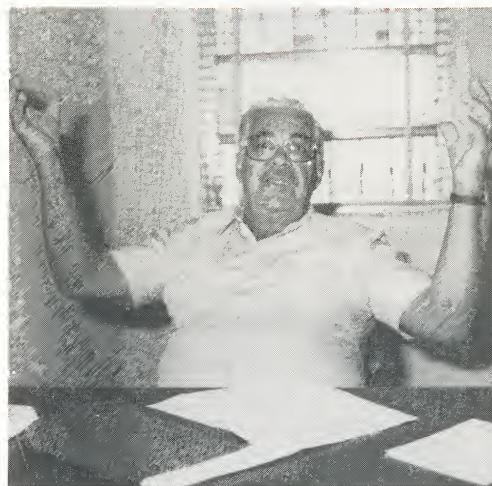
reminisces about the past

Still an energetic and active member of the community, Freddy Dirksz is the only Lago annuitant alive today who started working in 1924, at the beginning of Lago's now 60-year history.

"The other two boys, Manuel Geerman and Gabriel Werleman, who started together with me," related Freddy, "had as their job to row boats for Messrs. Wolfson and Gray who, as part of a survey, came to Aruba to measure the depth of the ocean by the San Nicolas harbor. At 14 years of age, I was what they called a 'waterboy'. I would go around serving water for the oil representatives to drink," said Freddy.

Eventhough that was 60 years ago, Freddy seems to remember may things: names of people, which ships anchored first at Lago and where everything was located. He also remembered exactly how much he earned. "I was the person with the lowest salary at that time,

FREDDY DIRKSZ



Freddy Dirksz ... the only annuitant alive, who has eyewitnessed the very beginning of Lago's 60-year history, recalls some pleasant memories of the times ...

earning NAFls. 0.25 per day. That came out to NAFls. 1.50 per week, because we had a six-day work week," said Freddy with a smile, as he continued, "some others were paid NAFls. 1,00 per day. Johan Eman would come on pay day to pay us in florins." Was NAFls. 1.50 per week enough?

"Sure," he said.

What about transportation in those days? "In the early beginnings, some people walked to work. Others used donkeys as their

papiando di pasado

Ainda un miembro enérgico y activo di e comunidad, Freddy Dirksz ta e único pensionista di Lago na bida awe, cu a cuminzá traha na 1924, na principio di Lago su 60 año di historia.

"E otro dos mucha hombernan, Manuel Geerman y Gabriel Werleman, kendenan a cuminzá hunto cumi," Freddy a relata, "tabata tin como nan trabao, rema boto pa señores Wolfson y Gray, kendenan, como parti di un estudio topográfico, a bini Aruba pa midi e profundidad di e laman banda di e haf di San Nicolas. Ami, na edad di 14 año, tabata loke nan tabata yama un "waterboy". Mi tabata atendé e representantenan petrolero, sirbiendo nan awa pa nan bebe," Freddy a bisa.

Aunke ta mas cu 60 año pasá. Freddy ta parse di ta corda hopicos: Nómber di hendenan, cual barconan a an kra promé na Lago, unda tur cos tabata situá. E ta corda tambe exactamente quanto e tabata gana. "Ami tabata e persona cu e salario mas abao e tempo ey, ganando NAFls. 0.25 pa dia. Esaki tabata monta na NAFls. 1.50 pa siman, pasobra nos tabata traha seis dia pa siman," Freddy a bisa cu un sonrisa, mientras e tabata sigi conta, "algun otro tabata wordo pagá NAFls. 1.00 pa dia. Johan Eman tabata bin arriba dia di pago pa paga nos na florin. "NAFLs. 1.50 pa siman tabata basta?" "Sigur cu si," ela contestá. Con tabata pará cu transportacion den e temponan ey? "Na principio algun hende tabata cana bai trabao. Otronan tabata uza burico como nan medio di transportacion. Nan tabata mara nan buriconan na un mat'i kwahi pafor di e porton, ora nan yega arriba dialuna mainta, prepara cu specerij.

Our Company is known to have dedicated and loyal employees. Not surprising! 407 of our present workforce have over 25 years of service at Lago and 119 of those have over 35 years of service. Some, even have 40 years or more ...

A special word of appreciation and recognition goes, therefore, to those employees who have rejoiced with Lago's growth and development: Thank You for your dedication, loyalty and commitment. Thank You for your hard and excellent work.

REMINISCES . . .

means of transportation. They tied their donkeys at a "kwihi" tree outside the gate when they arrived on Monday mornings equipped with seasonings, cornmeal, pots and pans, for they didn't leave for home again until at the end of the workweek. Between those days, they slept in hammocks or, later on, in the barracks. In the evenings, they went fishing close to where the OMCC building is now, fried it (fresh fish everyday), and ate it together with the funchi that they'd already prepared That's how it was," reminisced Freddy.

In Freddy's 40 years of service, there were at least three very pleasant events that still hold a place in his memory. "I cannot forget the big party that Captain Rodger had at the White House when the two big ships, named Cerro Azul and Cerro Ebano, entered the San Nicolas Bay. There was lots of food, drinks, and people" The 4th of July celebrations were also memorable. "Everyone was welcome. Fireworks were thrown on the ocean close to the PH-1 area and lots of sports activities were organized, such as, baseball games and plogames on donkeys" "But the most impressive happening," said Freddy, "were the 'dancing on ice' shows in the 40's. They were held behind the Rainbow Bakery every night for two weeks. It was beautiful; the most impressive happening I ever experienced. I was there every night."

During his 40 years at Lago, Freddy was a very active employee. For a few years, he was President of the Lago Employee Council, an employee representation organization. At present, Freddy Dirksz still sings for the locally acclaimed "Vivons en Chantant" group and for the Sta. Teresita Church Choir. He also works full time for the School di Arte in San Nicolas.

DID YOU KNOW? . . .

..... the General Office Building, inaugurated in 1940, was the first airconditioned building of South America?

..... Lago refined its first billionth barrel of oil in March of 1945?

..... Powerhouse 1 went into operation in December of 1928?

PAPIANDO . . .

hariñ'y funchi, panchi y weya, ya cu ta te fin di siman numa nan tabata bai cas atrobe. Den e dianan di siman nan tabata drumi den hamaca of, mas despues, den e baracanan. Anochi nan tabata bai pisca cerca di unda e edificio di OMCC ta awor, hasa e pisca (pisca fresco tur dia), y come hundo cu e funchi cu ya nan a prepara caba Ta 'sina cos tabata antes," Freddy a relatá, cordando pasado.

Den Freddy su 40 año di servicio, tabata tin por lo menos tres evento placentero cu ainda ta ocupá lugar den su memoria. "Mi no por lubidá e fiesta grandi cu Captain Rodger a organizá na Casa Blanca ora cu e dos barconan grandi, yamá Cerro Azul y Cerro Ebano, a drenta e bayo di San Nicolas. Tabata tin hopi cuminda, bebeda, y hende" E celebracionnan di 4 di Juli tambe tabata memorable. "Tur hende tabata bon-bini. Klapchi y vuurpijl tabata wordo tirá ariba laman cerca di e area di PH-1 y hopi actividadnan deportivo tabata wordo organizá; manera weganan di baseball y weganan di polo ariba burico" "Pero e suceso mas impresionante," Freddy a bisa, "tabata e shownan di 'baile ariba ijs' den añanan 40. Nan tabata wordo tení tras di Rainbow Bakery tur anochi pa dos siman largo. E tabata bunita, e suceso mas impresionante cu hamas mi a yega di presenciá. Mi tabata eynan tur anochi."

Durante su 40 añanan na Lago, Freddy tabata un empleado hopi activo. Pa varios año e tabata presidente di Lago Employee Council, un organizacion representante di empleadonan. Actualmente, Freddy Dirksz ta canta ainda pa e localmente aclamá grupo Vivons en Chantant y pa e coro di misa Sta. Teresita. Tambe e ta traha "fulltime" pa e School di Arte na San Nicolas.

..... the first few barrels were refined on January 29 of 1929?

..... Lago refined 1 out of every 16 barrels of aircraft fuel used by the allied forces during World War II?

..... a peak of 8300 employees was reached in early 1949?

Lord Boxoe ta dedicá cantica na Lago

"GOD BLESS LAGO" (Dios bendiciona Lago) ta e título di e calypso cu pensionista di Lago, Yrad Illidge, mihor conocí como Lord Boxoe, a graba ariba un disco di 45 rpm na ocasión di Lago su 60 aniversario.

"E calypso ta basá ariba mi sentimientonan personal pa cu Lago," Lord Boxoe a bisa. "Lago tabata significá tur cos pamí. Mi a cuminzá traha akinan como mucha, tempo cu mi tabata tin solamente 14 año, y mi a traha



"I was nicknamed "Boxoe" by my parents when I was a baby, because I was fat and they happened to know a fat man with that name," explained Yrad Illidge. When he first participated in the calypso contest over 20 years ago, he called himself 'Lord' Boxoe. It is under that name that he won 16 trophies over the years.

akinan practicamente henter mi bida. Tur loke mi sa mi a siña di Lago." E cancion a wordo scirbí tambe como un homenahe na cada empleado di Lago cu a contribuí na Lago su existencia pa sesenta año.

Lord Boxoe, kende a bai cu pension dia 1 di Januari di e año aki despues di 38 año di servicio, ana pasá a bira Road March King cu e famoso "GeGe". Den e 20 añanan cu ela participá den e contestnan di carnaval, ela gana un total di 16 título, sea como Road March King of Calypso King. Algun di su mihor composicionnan manera "GeGe" y "Meaty" a wordo grabá ariba e otro banda di e disco.

Acompañamiento musical tabata den man di Triple "S" cu tres empleado di Lago como miembro di a banda: Sonny Hoo, Manager y saxofonista; Casin Giel, pianista; y Larry Hoo, trombonista.

LAGO THROUGH THE YEARS LAU

The beginnings

On August 14, 1924, the steamer Brion arrived at Aruba with on board Captain Robert Rodgers, Captain William Clark, and J. Oswald Boyd, who were looking for a harbor where the crude oil from Lake Maracaibo could be transshipped for the British Equatorial Oil Company.



Captain Robert Rodger, a Scot by birth, came to Aruba in 1924 looking for a harbor suited for crude transshipment. Mr. Rodger was referred to as "Mr. Lago" for many years.

Lago Petroleum Corporation bought up the British Equatorial Oil Company and out of this arose Lago Oil & Transport Company, Limited. For the time being, the sole purpose of the Company was the establishment of a transshipping station.

In 1925, the British shares in Lago passed into the hands of the Pan American Petroleum Corporation; and in July 1927, a group of experts including Lloyd G. Smith, arrived in Aruba to investigate whether the transshipping station could be converted into a refinery to refine Venezuelan crude. Aruba was favored above other places.

The First Barrels

January 29, 1929, is recorded as

the date the first barrel of crude went through the stills. In the first years of its existence, 22 million dollars were invested on extension projects. In the meantime, the Standard concern, which was interested in Aruba, had taken over the whole industry from the Pan American Corporation on behalf of the Standard Oil Company of Indiana. In 1932, the industry passed into the possession of the Standard Oil Company of New Jersey. The Esso trademark was formed by the letters S and O of Standard Oil.

Expansion

Expansion continued, and in 1937, a start was made by cutting an entrance through the reef on the westside so that ships no longer needed to run around in the narrow harbor basin. The harbor's equipment was brought up to date, and a hospital was built for the amount of US\$200,000.00. The so called "Colony" came into being. In 1937, Lago Heights, consisting of 150 houses, became

the first "outside" settlement built by Lago. This was soon followed by Essoville, and in 1947, "Lagoville" was built by a special branch of Lago, the Home Building Foundation.

The War Years

Lago and Aruba played a most important role throughout the Second World War, refining 1 out of every 16 barrels of aircraft fuel used by the allied forces. It was no coincidence then that the first torpedo fired in the Western Hemisphere during the war, struck the island of Aruba in February 1942. Several ships, anchored just outside the San Nicolas harbour, sunk and many lives were lost as a result. During the war, Lago built its single largest unit, the catalytic cracking unit or PCAR, which started operation in 1943 and was closed down about thirty years later.

Postwar Activities

When the refinery returned to peacetime operations after the war



Views of Lago's main gate in the early beginnings ...





The tank above is recorded as "probably the first tank" built at Lago

period; it saw tremendous activity in maintenance and reconstruction programs. The harbor was reconstructed, a Main Shop housing the carpenter, welding, tinsmith, blacksmith, pipe instrument, and electrical operations under one roof was constructed, the hospital was expanded, and a laundry and foundry were built.

With all the postwar activities, Lago reached an all-time peak of about 8,300 employees of which about 800 were expatriates. The company needed a department consisting of approximately 600 employees to manage maintenance and repair of over 600 houses, bachelor quarters, a hospital, dining halls, clubs, commissaries, and the Lago Sport Park.

The Harbor

A shipyard, necessary for the repair and maintenance of the Lake Tanker fleet, operated from 1928 to the mid-fifties, when the permanent opening to Lake Maracaibo was accomplished, obviating the need for lake tankers.

A succession of dredging projects and dock changes kept pace with the trend toward larger tankers. Two off-shore reefberths were built in connection with transshipment

of crude oil to Exxon refineries in the U.S. Reefberth 2, the deeper of the two reefberths, has accommodated the largest vessel afloat, the 560,000 ton Seawise Giant.

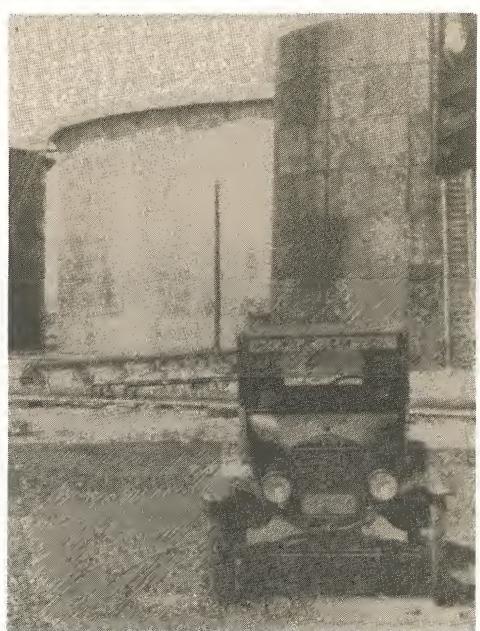
Modernization, Workforce Reduction

Major changes took place in the refinery during the late fifties, with a move toward fewer refining units with greater capacity. A number of the stills built in 1928 were rebuilt and modernized and many were torn down. New technology became necessary as the requirements of the users of petroleum became more exacting. Many factors contributed to the reduction in the refinery's workforce during the fifties. Competition increased through the decade, principally through the construction of new refineries and expansion of existing ones in nearly all of Lago's marketing areas. As the Aruban community itself progressed to the point where it could provide services which formerly were nonexistent on the island, and as the need for greater efficiency and elimination of nonessential activities became obvious, Lago switched from a completely selfsufficient entity to purchased or contracted services when these became available. All

this brought about a constant reduction of the workforce through the years. From a peak of 8,300 employees in 1949, it went to 5,134 in 1960, 2,305 in 1965, 1,618 in 1977, and finally to less than one thousand in January of 1984.

LVS/LSF

The Lago Vocational School, which since 1935 had prepared close to a thousand young men for jobs with Lago by extending their education, ceased operations in 1957. By that time, the government-operated Aruba Technical School was giving vocational training. In March, 1957, the Lago Scholarship Foundation was established to aid Aruba students seeking higher education in Holland and the United States.



Automobile no. 124-A is recorded as "probably the first one" to drive within Lago boundaries.

Billions of Barrels

Since the Lago refinery started operating on January 29, 1929, the total barrels of crude refined has surpassed 6,500,000,000 (six and-a-half billion). The first billionth barrel was attained on March 15, 1945, the second billion on July 4, 1952, the third billion was reached on February 9, 1959, the fourth billion on January 19, 1965. On October 14, 1971, Lago refined the fifth billion barrel of oil. The sixth billion mark was reached on February 15, 1979.

Information compiled by: Carlos Z. de Cuba

Main Source: Johan Hartog's "History of Aruba"



Before Lago, the Aruba Phosphate Company built railroads on property that is now leased by Lago, for the transport and shipment of phosphate.

LAGO DEN TRANSCURSO DI AÑA LAUU

E cuminzamento.....

Dia 14 di Augustus 1924, e bapor Brion a yega Aruba cu na bordo Capitan Robert Rodger, Capitan William Clark y J. Oswald Boyd, kendenan tabata busca un haf unda e azeta crudo di Lago di Maracaibo por a wordo transbordá pa British Equatorial Oil Company.

Lago Petroleum Corporation a cumpra British Equatorial Oil Company y for di esaki a lanta Lago Oil & Transport Company Ltd. Pa un temporáda, e unico propósito di e compania tabata e establecimiento di un parada pa transbordacion.

di Standard Oil Company of Indiana. Na 1932, e industria a pasa pa posesion di Standard Oil Company of New Jersey. E marca comercial Esso a wordo formá pa e letternan S y O di Standard Oil.

Expansion

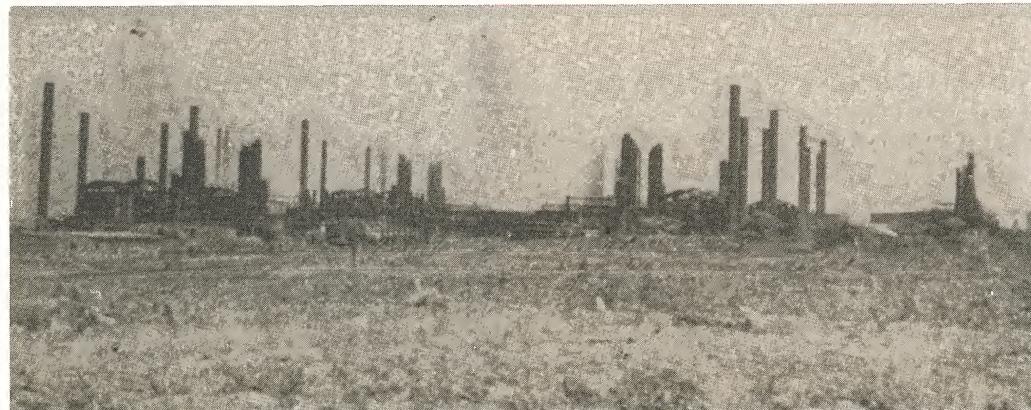
Expansion a continuá, y na 1937 a cuminza corta un entrada den e rifna e banda pabao (west) pa asina e barconan no tabata tin mester di bira rond den e comchi small di e haf. E equipo di haf a wordo modernizá y un hospital a wordo construí pa e suma di \$200.000. E asina yamá "colony" a cuminzá haña forma. Na 1937, Lago

Mientras cu e guera tabata sigi, Lago a construí su unidad singular mas grandi, e Catalic Cracking Unit of PCAR, cual a cuminzá operá na 1943 y a wordo sacá for di servicio mas o menos trinta aña despues.

Actividadnan despues di guera

Ora cu e refineria a bai bek pa operacionnan di tempo di paz, ela mira un actividad tremendo di programanan pa mantenimiento y reconstrucción. E haf a wordo reconstruí, un Main Shop, esta un tayer principal, unda e seccionnan di carpinteria, "welding", "tinsmith", hereria, tuberia y "instrument/electrical" tabata bao di un dak, a wordo construí, e hospital a wordo expandé, y un lavanderia y fundicion a wordo construí.

Cu tur e actividadnan despues di guera, empleo na Lago a alcanzá un nivel máximo, cu no a wordo igualá te dia di awe, di casi 8300 empleado, di cual mas of menos 800 empleado tabata expatriado. E compania tabata tin mester di un



January 29, 1929, is the date Lago began refining crude

Na 1925, e acciónnan Britanico den Lago a pasa pa man di Pan American Petroleum Corporation y na Juli 1927 un grupo di experto incluyendo Lloyd G. Smith a yega Aruba pa wak si e parada pa transbordacion por ser convertí den un refineria pa refiná crudo Venezolano. Aruba a ser favorecé ariba tur otro lugar.

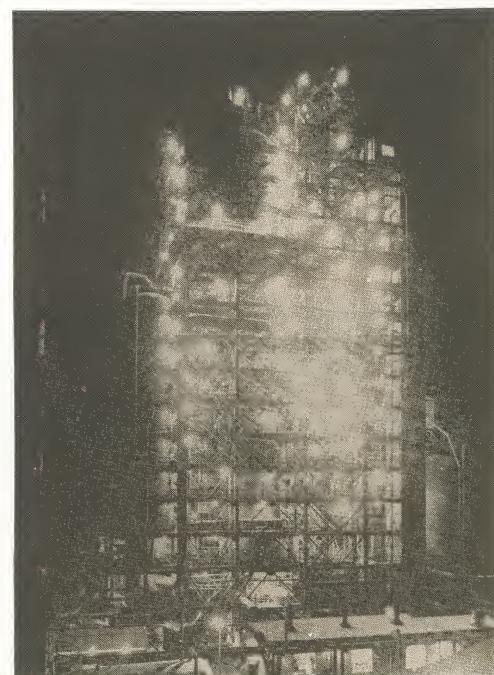
E promé barilnan

Januari 29, 1929, a wordo marcá como e fecha ariba cual e promé baril di crudo a pasa den e "still" nan. Den e promé añanan di existencia di Lago, 22 million dollar a wordo invertí den proyectionan di extension. Mientras tanto, e empresa Standard, cual tabata interesá den Aruba, a tuma over henter e industria di Pan American Corporation na nomber

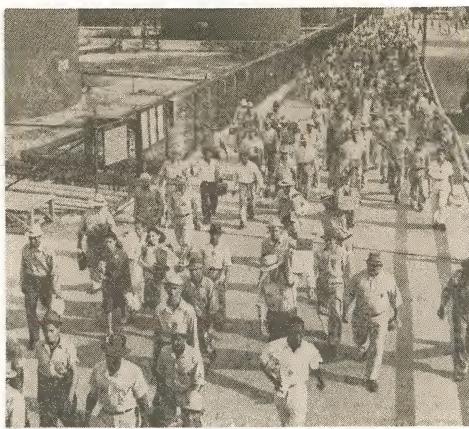
Heights, consistiendo di 150 cas a bira e promé comunidad "pafor" construí pa Lago. Poco tempo despues Essovile a bin acerca y na 1947 Lagoville a wordo trahá pa un extension social di Lago, Home Building Foundation.

E añanan di guera

Lago y Aruba a hunga un papel hopi importante durante e segundo guera mundial, refinando 1 di cada 16 baril di combustible pa avion cu tabata wordo uza pa e forzanan aliado. No tabata coincidencia antó cu e promé torpedo cu a wordo lanzá den e hemisferio occidental durante e guera, a alcanzá e isla di Aruba na Februari di 1924. Varios barco, ancrá net pafor di e haf di San Nicolas, a sink y hopi bida a bai perdi a consecuencia di esaki.



During the War, Lago built its single largest unit: The Catcracker or PCAR. It was shutdown some thirty years later



departamento consistiendo di aproximadamente 600 empleado, pa por a logra mantené y drecha mas cu 600 cas, apartamentonan di soltero, un hospital, comedornan grandi, clubnan, comisarionan (pa haci compras), y e Lago Sport Park.

E Haf

Un dok, necesario pa e reparacion y mantenimiento di e "Lake Tanker fleet", esta e flota di tanquero di Lago, a operá di 1928 te na mitar di e añanan cincuenta, despues cu e entrada permanente pa Lago di Maracaibo a wordo lográ, eliminando e necesidad pa tanqueronan di Lago. Un sucesion di proyectonan pa dragamento y cambionan na e dok tabata mantené paso cu e tendencia pa tanqueronan mas grandi.

Dos reefberth cant'i costa a wordo construí en conección cu transbordo di azeta crudo pa refinerianan di Exxon na Estados Unidos. Reefberth 2, esun mas hundo di e dos "reefberth" nan, acomodá e barco flotante di mas grandi na mundo "Seawise Giant" di 560.000 ton.

Modernizacion, reduccion di e fuerza obreril

Cambionan grandi a tuma lugar durante e ultimo añanan di 1950, cu un transformacion pa menos

*Employees to and from work
and at the commissary*

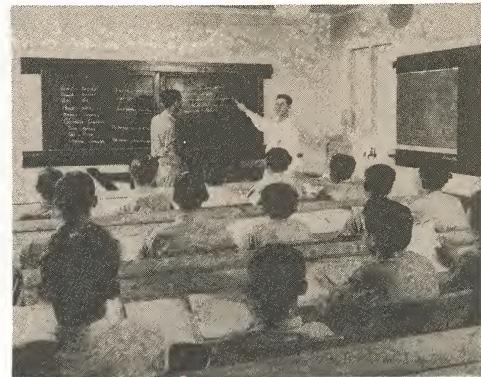
unidadnan di refinacion pero cu capacidad mas grandi. Un cantidad di e "still" nan construí na 1928 a wordo reconstruí y modernizá, y hopi di nan a wordo basha abao. Technologia nobo a bira necesario segun e requisitonan di e uzadornan di petroleo tabata bira mas exigente. Hopi factor a contribuí na e reduccio di e fuerza obreril di e refineria durante e añanan cincuenta. Competencia a aumentá durante henter e década, principalmente a consecuencia di e construcción di refinerianan nobo y expansion di esnan existente den casi tur Lago su áreanan di venta. Segun e comunidad Arubano mes a progresá te na e punto na unda cu e por a duna servicio cu antes no tabata existí arriba e isla y mientras cu e necesidad pa mas eficiencia y eliminacion di actividadnan no-esencial a bira evidente, Lago e ora ey a cambia di un entidad completamente auto-suficiente pa un cu tabata contratá servicionan ora cu esakinan a bira disponible. Tur esaki a trece cuné un reduccio constante di e fuerza obreril durante e añanan. Di un punto culminante di 8300 empleado na 1949, ela baha té 5134 na 1960, 2305 na 1965, 1618 na 1971 y finalmente pa menos cu mil na Januari di 1984.

LVS/LSF

E Lago Vocational School, cual desde 1935 a prepará cerca di mil jovennan pa trabaonan cu Lago door di extende nan educación, a suspendé su operacion na 1957. Pa e tempo ey, e school técnico di Aruba, funda pa gobierno, tabata duna entrenamiento pa ofishinan. Na Maart 1957, e Lago Scholarship Foundation a wordo estableci pa yuda studiantenan Arubano cu kier sigi cu estudio universitario na Hulanda y Estados Unidos.

Billones di baril

Desde cu Lago su refineria a cuminzá su operacion dia 29 di Januari 1929, e total di barilnan di



The Lago Vocational School included classes in fundamental English as can be seen on the picture. Almost 1000 young men attended the school, many of whom are still with us today.

crudo refiná a surpasá 6.500.000.000 (seis billion y mei). E prome billion a wordo alcanzá dia 15 di Maart 1945, e di dos billion dia 4 di Juli 1952, e di tres billion a wordo lográ dia 9 di Februari 1959 y e di cuatro billion dia 19 di Januari 1965. Dia 14 di October 1971, Lago a refiná e di cinco billion baril di azeta. E cantidad di seis billion a wordo alcanzá dia 15 di Februari 1979.

Informacion compilá pa Carlos Z. de Cuba

Fuente principal: "History of Aruba" di Johan Hartog



The Esso Service Station in San Nicolas, in earlier times, advertising Esso products.

